



Health Services
LOS ANGELES COUNTY

Los Angeles County
Board of Supervisors

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

John F. Schunhoff, Ph.D.
Chief Deputy Director

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213)240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



www.dhs.lacounty.gov

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

18 February 14, 2012

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

January 31, 2012

TO: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: *Mitchell H. Katz* Mitchell H. Katz, M.D.
Director

SUBJECT: **RECOMMENDATION FOR DELEGATED AUTHORITY TO EXECUTE AN AMENDMENT TO AGREEMENT WITH THE WORKER EDUCATION AND RESOURCE CENTER FOR A COMMUNICATION/PATIENT SATISFACTION TRAINING FOR DHS EMPLOYEES, AS REQUIRED FOR THE CALIFORNIA 1115 WAIVER (Board agenda Item A-4, January 31, 2012)**

On November 2, 2010, the California Department of Health Services (CDHS) and Centers for Medicare and Medicaid (CMS) entered into a new 1115 Waiver, commonly known as the *California Bridge to Reform*, for a five year period, commencing November 1, 2010. This Waiver provides the framework to federal Health Care Reform in 2014 for Medicaid Coverage Expansion (MCE) enrollees who are adults, aged 19-64, with incomes at or below 133% of the Federal Poverty Level (FPL) and who meet citizenship or legal residence requirements. The Waiver will provide health care coverage expansion, continued partial funding of public hospitals' uncompensated costs, new funding for delivery system improvements at public hospitals, Medi-Cal Managed Care for Seniors and Persons with Disabilities, and federal matching funds for various State-only funded programs.

On December 14, 2010, your Board authorized the Department of Health Services (DHS) to submit action items related to the 1115 Waiver to your Board on a standing agenda item designated as A-4. This memo requests your Board's approval of a recommendation of delegated authority to execute an amendment to the agreement with the Worker Education and Resource Center (WERC) to prepare a curriculum and train up to 8,000 DHS employees who have direct patient contact, to improve their communication and customer service skills, which will lead to an improved patient experience in DHS clinics and hospitals.

BACKGROUND

For many years, DHS has had an agreement with WERC for healthcare workforce training, in conjunction with SEIU Local 721. On June 14, 2011, your Board approved the extension of the agreement for Fiscal Year (FY) 2011-12, with an annual maximum obligation of \$2,034,357 for the fiscal year. On November 29, 2011, your Board approved an amendment to the agreement with WERC, with funding from the Department of Mental Health (DMH) in the amount of \$180,550, to support the implementation of a revised course to prepare promotoras to conduct integrated outreach and patient education services, in the ambulatory care setting, including DMH clinics.

A key component of the 1115 Waiver is reforming the health care delivery system, preparing the safety net system for 2014, when more patients will have a choice of health care provider. To ensure that patients select DHS as their provider of choice in the future, DHS is taking a number of steps to improve the patient experience across the system. One key to improved patient experience is reinforcing how critical each patient interaction is in building a service-oriented and patient-centered culture. Although DHS has implemented customer service training in the past, it has been generic and not specifically tailored to differing staff roles.

PROPOSED NEW COMMUNICATION/PATIENT SATISFACTION TRAINING

Under this proposed amendment, WERC will implement a training project including a set of seven customized short training modules that will cover topics including Health Literacy, Appropriate communications, Managing Expectations, the DHS transformation to a patient-centered medical home model, Health Care Reform and the DHS strategic plan. WERC will assemble a team of trainers and deploy them to targeted DHS worksites to survey issues and problems in the work environment, train specific groups of workers with the appropriate modules, and follow up with support to making positive changes to improve the patient experience. The training project will include 8,000 DHS staff who interact with patients. The proposed Scope of Work is Attachment A.

FUNDING

The cost of the proposed training is \$575,945 for the one-year period starting February 1, 2012 through January 31, 2013. Funding is included in DHS' Final FY 2011-12 Budget and will be requested in the FY 2012-13 budget.

RECOMMENDATION

It is recommended that your Board delegate authority to the Director of Health Services, or his designee, to:

Execute Amendment 10.2 to Agreement No. H-207566 with WERC, effective upon execution, to extend the term to January 31, 2013, increase the maximum obligation for the period

Each Supervisor
January 31, 2012
Page 3

February 1, 2012 through January 31, 2013 by \$575, 945 and amend the statement of work to include implementation of the new communication/patient satisfaction training, subject to review and approval by the Chief Executive Office and County Counsel.

If you have any questions or need additional information, please contact me or your staff may contact John Schunhoff, Ph.D., Chief Deputy Director of Health Services, at (213) 240-8370.

MHK:JFS:jp

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

EXHIBIT A – 10.2

STATEMENT OF WORK

Contract with

WORKER EDUCATION AND RESOURCE CENTER, INC.

for

COMMUNICATION/PATIENT SATISFACTION TRAINING PROGRAM
FOR TARGETED DHS EMPLOYEES

WORKER EDUCATION & RESOURCE CENTER, INC. (WERC)
STATEMENT OF WORK (SOW)

1.0 SCOPE OF WORK

1.1. General Description

WERC will prepare a curriculum and train up to 8,000 DHS employees who have direct patient contact to improve their communications skills which will lead to an improved patient experience in DHS clinics and hospitals.

Learning modules will include:

- Engaging the workforce on the DHS strategic plan
- Health Care Reform – Coverage, choice and the Exchange
- DHS transformation in the Ambulatory Care Network
- Health Literacy
- Right to Health: Managing expectations, SMART goals
- Financial Literacy; Enrollment and eligibility
- Appropriate communication: Building trust

1.2. SCOPE OF SERVICES

1. Create seven customized training modules that cover the learning topics.
2. Assemble a team of trainers and prepare them to conduct the program.
3. Deploy trainers to targeted DHS sites
 - a. Conduct interviews, job shadowing, and meet with management and labor representatives prior to conducting training
 - b. Conduct training for designated DHS employees who have direct patient contact.

- c. Conduct follow up visits to assess effectiveness and experience of workers after the training.
4. Assess and revise the program and curriculum as needed throughout the project.

2.0 REPORTS

WERC will provide reports to the Health Care Workforce Development Program Labor/Management Training Board which meets bi-monthly.

3.0 PERSONNEL AND SUPPLIES

WERC will hire part-time training personnel, consultants, and purchase training materials and supplies specifically for this training program.

4.0 BILLING AND PAYMENT

WERC will include the specific costs of personnel, supplies, mileage, consultants, specifically for the Communications program, with the monthly invoices that are prepared for DHS Finance as part of the Health Care Workforce Development Program.

5.0 DESIGNATED CONTACTS

Each party designates the primary points of contact for this Contract as follows:

For Department of Health Services:

County of Los Angeles Department of Health Services
313 N. Figueroa Ave.
Los Angeles, Ca 90012
Attention: Christina Ghaly, Deputy Director
Strategic Planning
Phone: (213) 240-7787

For WERC:

Health Care Workforce Development Program
1545 Wilshire Blvd., 5th Floor
Los Angeles, CA 90017
Attention: Diane Factor, Director
Phone: (213) 639-2220

BUDGET
COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT PROGRAM

COMMUNICATION/PATIENT SATISFACTION TRAINING PROGRAM
FOR TARGETED DHS EMPLOYEES

The project will cost **\$575,945** with a term from January 31, 2012 through January 31, 2013.

OUTCOMES

1. Curriculum package: Class outlines, Materials and Lesson plans.
2. Total of 8,000 individuals will be trained.
3. Bi-monthly reports.

| BUDGET WORKSHEET | |
|--|----------------------|
| | TOTAL |
| Personnel and employee benefits | 447,004.67 |
| Sub-contractors | |
| PR Consultant firm | 30,500.00 |
| | |
| Supplies and Materials | 40,000.00 |
| | |
| | |
| | |
| | |
| | |
| | |
| TOTAL DIRECT COST | 517,504.67 |
| | |
| | |
| Indirect Cost | 58,440.52 |
| | |
| TOTAL | \$ 575,945.19 |